

International Journal of Work Organisation and Emotion

ISSN online: 1740-8946 - ISSN print: 1740-8938

<https://www.inderscience.com/ijwoe>

Emotional regulation strategies, eustress, and personal initiative-taking: evidence from frontline journalists

Juliet E. Ikhide, Oluwatobi A. Ogunmokun

DOI: [10.1504/IJWOE.2022.10047140](https://doi.org/10.1504/IJWOE.2022.10047140)

Article History:

Received: 27 September 2021

Accepted: 13 March 2022

Published online: 10 April 2023

Emotional regulation strategies, eustress, and personal initiative-taking: evidence from frontline journalists

Juliet E. Ikhide*

Department of Business Administration,
Eastern Mediterranean University,
Famagusta, Via Mersin 10, Turkey
Email: juliet.ikhide@emu.edu.tr

*Corresponding author

Oluwatobi A. Ogunmokun

Rabat Business School,
International University of Rabat,
Rabat, Morocco
Email: ogunmokun-oluwatobi.adeyemi@uir.ac.ma

Abstract: Given the landscape of the service industry and the emotional challenge service employees' face, this study takes a novel approach to investigate the mediating effect of eustress on emotional regulation strategies (deep- and surface-acting), and personal initiative-taking behaviour. This study expands and contributes to the literature by proposing and testing a research model that demonstrates how the detrimental cognitive and physical effects of emotional labour can be managed. Service employees can, through a positive appraisal and experience of work stressors, counter the negative impact emotional labour has on initiative-taking. Data were collected through an e-mail survey from a sample of service employees in the media sector. The results, supported by the JD-R theoretical framework show very interesting findings that can help service employees deal with psychological resource loss, and enhance personal initiative-taking behaviours. Theoretical and practical implications of the findings are discussed, alongside suggestions for future studies.

Keywords: positive stress; service employees; cognitive resources; surface-acting; deep-acting.

Reference to this paper should be made as follows: Ikhide, J.E. and Ogunmokun, O.A. (2023) 'Emotional regulation strategies, eustress, and personal initiative-taking: evidence from frontline journalists', *Int. J. Work Organisation and Emotion*, Vol. 14, No. 1, pp.24-44.

Biographical notes: Juliet E. Ikhide is a research and teaching assistant in the Faculty of Business and Economics, Eastern Mediterranean University. Her research interests span area relating to management psychology, sustainable work and human resource management practices. She has published works in *International Journal of Human Resource Management*, *Personnel Review*, *Journal of Management and Organization*, *The Service Industries Journal*, among others.

Oluwatobi A. Ogunmokun is an Assistant Professor of Marketing at the Rabat Business School. His research interests include consumer psychology, CSR and responsible marketing. He has published in high ranked journals such as *Psychology and Marketing*, *Journal of Sustainable Tourism* and *International Journal of Bank Marketing*.

This paper is a revised and expanded version of a paper entitled 'Emotional regulation strategies and personal initiative taking: the role of Eustress' presented at Global conference on service and retail management: International Management Development Association's (IMDA) Annual World Business Congress, Virtual Conference, Online, 10–13 May 2021.

1 Introduction

In the contemporary work process, there is a general expectation of service employees to discharge their daily work tasks with personal initiative. Personal initiative-taking is described as a self-starting and active, rather than passive approach to goal-directed work tasks (Frese et al., 1997; Ikhiede et al., 2022). Employees who show personal initiative are well sought after in the service sector. Unlike performing extra-role behaviours, which focuses on providing a prompt solution to a work-related problem, and thus paying limited and short-termed attention to forward-thinking actions (Sok et al., 2020); such employee maintains a long-term orientation, and show persistence in overcoming setbacks and possible barriers that may occur in the discharge of work (Fay and Frese, 2001). Personal initiative-taking can be closely associated with entrepreneurial orientation (Ademilua et al., 2020) because it is a highly anticipatory behaviour where employees preempt possible work challenges and devise strategies to prevent or handle them (Sok et al., 2020). The same attitude is maintained in the performance of all duties that are in line with the accomplishment of the organisational mission (Fay and Frese, 2001).

This is particularly important for service employees in the media sector, e.g., journalists, who are responsible for scrutinising the activities of the different political and social classes in the society (Salaudeen, 2021), and who also cover, interview, produce and disseminate information to a diverse audience (Kotisova, 2019). In their daily work context, journalists can encounter critical events, traumatised people, precarious or regular happens that require initiative-taking. While personal initiative-taking is of necessity in journalism, the labour of the profession can still be as multifaceted as the reports and stories covered. This is as a result of the profession's ethics and ideology. Professional journalists are obligated to discharge their duties with strict adherence to objectivity, strong detachment from situations, and they must not be swayed by involved parties (Salaudeen, 2021). These professional principles are oftentimes discussed in terms of exclusion of personal emotions and values from the journalist's narratives if they are to set the foundation for press accountability, information quality, and authenticity (Wahl-Jorgensen, 2020).

This shows that emotion management is not only required in, and neither does it only apply in hospitality and tourism (Xu et al., 2020), education, healthcare, call centre (Fouquereau et al., 2019), and other service industry sectors that have been greatly researched. Journalism is a non-traditional service occupation where public interface is a

vital aspect of the profession. Like other service industry employees, journalists experience frequent direct contact with primary sources, strangers, and other members of the community, which often requires emotional regulation (Ikhide et al., 2022). Journalists' emotionality can follow from an intense feeling of empathy, stress, sorrow, fear, shock, compassion, and other experiences at work that are expected to be professionally managed (Hopper and Huxford, 2017). Care is taken to not transfer emotions to the audience or display undesirable emotions at the front end of journalism and before media. If not, they are perceived as a marker of flawed and unprincipled journalism, coinciding with commercialisation, pathos, tabloidisation, and sensationalism, all at the expense of information objectivity (Kotisova, 2019).

Such discrepancy between felt and displayed emotions can create a chasm between a journalist's emotion and professional ethos (Seely, 2019), which could be more burdensome during instances where they report, cover, or collect information about victims of natural disaster, discrimination, terrorism, massacre, pandemics, etc. To handle this situation, they could regulate themselves emotionally, reconfigure, and employ coping strategies to manage emotions during work and align with rational expectations of the profession. This depicts emotional labour (Hochschild, 2012; Mehta and Sharma, 2020), and occurs in professions that entail substantial interaction with others and requires adherence to professional display rules. Until recently, only a few studies have researched and theorised about the relationship between journalists' experience, emotional management during crisis, and the possible effect on work outcomes (Ikhide et al., 2022; Kotisova, 2019). More so, studies that examine the underlying relationship between emotional labour, which according to Bakker and Demerouti's (2007) job demand-resource (JD-R) model, can be an emotional challenge or demand that could impact employees' initiative-taking behaviour and especially during a crisis, is lacking in the literature (Ikhide et al., 2022).

Thus far, behavioural consequences of emotional labour relating to how employees may act towards their job/organisation have frequently been explained through measures of job/personal strain, distress, or negative wellbeing (Xu et al., 2020). On the contrary, given that journalist consider their profession 'noble', their work as a public service of conveying contemporary matters of general importance [Wahl-Jorgensen, (2020), p.181], we posit that they may respond positively to emotional labour and that could enhance initiative-taking subsequently. When positively perceived, the experience of work stressors like emotional labour can produce a favourable outcome (Le Fevre et al., 2003). Although neglected in the literature, the eustress construct captures this idea and explains that rather than choosing to construe particular work stimulus/stressor as negative, they can be positively appraised and responded to, especially if the experience supplies some benefits (Ikhide and Ogunmokun, 2022). According to Nelson and Simmons (2011), eustress is positive stress that results from evaluating work events with a degree of favour.

By this, it is believed that although some service employees may experience incongruities between their emotion and expected emotional display during professional practices, they may evaluate and consider the enhancing aspect (through eustress) of their job, since it could contribute to getting the job done in their line of vocation. This could be an offshoot of the associated importance, and work-related meaningfulness attached to that profession and the kind of work they do (Hargrove et al., 2013; Ikhide et al., 2022). In other words, the association between service employees' emotional labour and initiative-taking, i.e., their proactive fulfilment of assigned tasks even beyond role

description, could be explained by eustress. Although differences in employees' characteristics and demographics such as gender, age, marital status, etc. have been associated with emotional labour, and how it is responded to and perceived (Fouquereau et al., 2019). The literature has not fully characterised emotional labour across different employee demographics, and how this affects eustress and the ability to take initiative during work.

While finding is consistent in international scholarly literature concerning the challenging nature of service work (Ikhide et al., 2022), emotion regulation strategy (Hochschild, 2012; Mastracci and Adams, 2019), and its effect on work and employee's cognitive and physical outcomes (Bakker and Demerouti, 2007), which differs across gender lines (Cottingham et al., 2015; Fouquereau et al., 2019), the work context of journalists is different and provides unique challenges to this service employees groups. It is characterised by emotional labour, frequent exposure to profession-related risk, high expectations for timely and accurate delivery of their service which requires the personal initiative of the employee. This highlights the importance of examining the proposed underlying relationship between emotional labour strategies and initiative-taking through eustress, and also to ascertain if any difference exists in the relationship across gender lines.

Based on the JD-R model, this study fills the earlier identified gap and extends the literature by providing new insights. While extant studies have predominantly focused on the negative impact of emotional labour strategies, this study, unlike other related studies in literature examines the relationship between emotional labour and initiative-taking through eustress, a positive response to emotional labour that is not commonly discussed in the literature. This reasoning is based on earlier research that suggests that journalists find meaningfulness, vigour, pride, and encouragement from the work they do (Mammadov, 2021; Wahl-Jorgensen, 2020). This study specifically contributes to the literature by demonstrating the effect of eustress in attenuating the undesirable effect of emotional labour among service employees, thus advancing existing research and providing a more nuanced perspective.

The incorporation of and understanding of eustress intervention among service employees' who frequently engage in emotional work could enhance a more favourable response to work and better work outcomes such as initiative-taking behaviour among them. This is expected to significantly contribute to the literature, expand theoretical bases, extend research avenues and provide directions that might improve the work outcome and behaviour of service employees.

2 Literature review, theoretical background, and hypotheses formulation

2.1 JD-R model

According to the JD-R model, job demands such as psychologically demanding interactions and emotional demands at work can drain service employees by overwhelming their psychological and physical resources (Bakker and Demerouti, 2007). Performing emotional labour is a work stressor that contributes to service employees' job demands (Xu et al., 2020). If uncontrollable, job demands bear negative outcomes and could hamper work performance because they deplete employees' job/ personal resources and exhaust them (Bakker and Demerouti, 2007; Bayighomog et al., 2021). It can

similarly disturb initiative-taking, which is a measure of performance, especially if the service employee has limited resources at his/her disposal to manage emotional labour. Thus, if emotional labour is managed, then service employees can display personal initiative. Bakker and Demerouti (2007) posit that employees use different strategies to manage demanding work environments. Such strategies, e.g., information processing, according to them can buffer against job demands and reduce its damaging consequence, by altering the cognition and perceptions evoked by the work stressor. As a result, eustress could be used to buffer against the impacts of emotional labour by choosing to positively process, perceive or consider other enhancing sides associated with the job they perform.

2.2 Emotional labour and personal initiative-taking

The act of modifying emotions and/or exhibiting only appropriate emotions in compliance with work needs and display rules is what Hochschild (1983) terms emotional labour. Many times emotional management is tied to the profession of the employee (Mastracci and Adams, 2019). For, instance, in the pursuit of narratives, occupational emotion display rules require a journalist to put up different emotional expressions. This occurs by adjusting bodily demeanour, voice tune, and facial expressions when interacting with eyewitnesses, viewers, victims, survivors, or other members of the public, etc., or when gathering and producing content for audience consumption (Kotisova, 2019). Indeed, journalism ethics generally oblige them to engage with audiences and sources dispassionately and detachedly, being ‘neutral observers of events’, who do not become participants in whatever they cover (Wahl-Jorgensen, 2020). According to Wahl-Jorgensen (2020), journalists are given directives to manipulate their own emotions to be successful on the job. For decades, this has been largely relegated and made the study of emotional labour and emotions management associated with news service production invisible (Kotisova, 2019). Although the recent attention and scholarly interest given to this concern could change what has been.

Conceptualising emotional labour as emotional regulation, Grandey (2000) posits that employees may regulate their emotions through response-focused surface-acting strategy. This requires the management of observable expression, allowing the audience to only see mandated expressions. Even when the employee feels otherwise, they suppress their emotions and fake expressions without adjusting precursor to those emotions (Ugwu et al., 2021). The second strategy as posited by Grandey (2000) is through antecedent-focused deep acting. Here the employee consciously regulates the precursor of emotions through situation reappraisal or attentional deployment such as thinking positive thoughts to modify their feelings and express desired emotions. Although surface- and deep-acting are ways emotional labour is operationalised in the literature, they both entail different emotion regulation mechanisms (Grandey, 2000; Mehta and Sharma, 2020) that may have different outcomes on employees and/or their work behaviour (Xu et al., 2020), including initiative-taking.

More than deep-acting, surface-acting has consistently been shown in the literature to result in negative work outcomes. This is because it can be psychologically taxing to maintain the emotional dissonance that stems from a discrepancy between expressed and felt emotion (Johnson et al., 2017; Ugwu et al., 2021). The continuous regulatory process of superficially controlling emotions, without modifying inner feelings about an experienced situation to accommodate the audience/contact’s response and professional

expectation, could cost journalists a huge amount of cognitive resources. This is based on the JD-R model, which posits that psychological work demands can be emotionally draining, by taxing service employees' cognitive resources and hindering performance outcomes (Bakker and Demerouti, 2007). Consequently, resources that could over time be invested into adopting new ways and customised initiative-taking with contacts, audience, and colleagues may be depleted. Hence, the likelihood that a service employee will demonstrate personal initiative is contingent on available psychological resources during service interactions.

Without sufficient psychological resources, extant studies recorded undesirable consequences of surface-acting, e.g., emotional exhaustion, role alienation, decreased work vigour, and dedication (Kwon and Kim, 2020). Such a state could also impede an employee from extra self-starting proactive initiative that gets the job done and on time (Sok et al., 2020). However, the consequence of deep-acting tends to be less severe than surface-acting's (Fouquereau et al., 2019). The emotional dissonance and with deep-acting because attempts are made at the outset to establish a congruence between felt and required expressed emotions (Grandey, 2000; Ugwu et al., 2021). With deep-acting, service employees reappraise the work event in an antecedent-focused strategy, and well in advance of the expected display demand (Johnson et al., 2017). In this manner, they do not have to constantly adjust their emotional display while soliciting responses or interacting with contacts. Scholars posit that this result in more positive work behaviour since there are few negative emotion and more authentic positive emotional display with deep acting (Xu et al., 2020). Going by the JD-R model, an employee may have adequate cognitive resources at their disposal to direct their action, employ wit and decide on an ingenious way to go about different work cases.

Even though deep-acting seems to be theoretically advantageous than surface-acting, its benefits may be undermined when employees display a high level of both deep- and surface-acting (Fouquereau et al., 2019). Furthermore, while some employees may rely heavily on both emotional management strategies, some may rely primarily on one strategy or the other. More generally, it seems vital to study emotional labour from a combined perspective of surface- and deep-acting rather than in isolation to have a more comprehensive understanding. Nonetheless, emotion regulation strategies among journalists and their associated theoretical effect on initiative-taking have received only a smaller amount of attention in service research. Based on this, the following hypotheses are proposed.

H1a Deep-acting would have a positive effect on personal initiative-taking.

H1b Surface-acting would have a negative effect on personal initiative-taking.

2.3 The mediating role of eustress

In studying the relationship between challenging job demand and work outcomes, many studies have recognised such relationship as having an undesirable effect on work-related wellbeing, attitude, and behaviour through employee's negative stress response and/or outcome (Antwi et al., 2019). Similarly, previous empirical research has widely focused on the negative response to emotional labour, as well as the damaging aspect thereof (Xu et al., 2020), while positive responses i.e. eustress, could offer an opportunity for research (Ikhide et al., 2022; Le Fevre et al., 2003). Eustress is a positive appraisal of and response

to work stressors (Nelson and Simmons, 2011), as indicated by the availability of positive psychological disposition such as attached meaningfulness and fulfilment from the stressor (Ikhide and Ogunmokun, 2022; Ikhide et al., 2022; Nelson and Simmons, 2011; Parker and Ragsdale, 2015). Such an outlook could mostly be a journalist's response to emotional labour. According to Mammadov (2021), journalists are a unique set of employees who find meaning in their commitment to being educators, watchdogs for institutional defects and other dangers, pining for opportunities to seek out and tell stories that could save and improve lives. They are committed to working for more than recognition or pay (Mammadov, 2021) because they see their profession as a calling, performed for its own sake and for what it is worth (Wahl-Jorgensen, 2020).

Concomitant to eustress literature, such psychological state, mindful focus, and positive perception about one's work determines how demanding aspects and emotional labour required to perform the job are evaluated and responded to (Hargrove et al., 2015). Whether a demanding situation represents distress or eustress is not only determined by how one chooses to interpret and respond to it, but also by the perceived intensity of the said demand (Martenson, 1975). This puts the individual at the centre of the experience, and in control of the demanding situation's appraisal and response. Eustress scholars point out that a positive response to psychologically demanding work expectations maximises eustress, decreases distress, and makes more cognitive resources available to the individual (Ikhide et al., 2022; Le Fevre et al., 2003). This can correspondingly be explained along the resource gain/loss spiral in the conservation of resource theory (Hobfoll, 1989). Hobfoll (1989) explains that with less resource depletion, comes more psychological resource; which leaves the individual less vulnerable to resource loss and positioned for more resource gain and vice versa. Extant research shows that psychological resource underlies favourable work behaviour as it bears far-reaching consequences beyond employees' wellbeing (Antwi et al., 2019; Bakker and Demerouti, 2007; Xu et al., 2020).

It follows that eustress might help replenish resources, boost energy, and enhance cognitive processes (Parker and Ragsdale, 2015) since it is directly connected with hope, vigour, meaningfulness, optimism (Ikhide and Ogunmokun, 2022; Nelson and Simmons, 2011). Some studies associate eustress with challenging stressors. In other words, evaluating stressors as a challenge rather than a hindrance activates the eustress response (Hargrove et al., 2013). Some studies found this to bear both a direct and an indirect effect on performance (Antwi et al., 2019; Geng et al., 2014). Others found mixed results and suggest that inconsistent findings could be an indicator that requires more research as eustress has been scarcely studied (Ikhide et al., 2022; Parker and Ragsdale, 2015). Eustress can provide valuable insight about managing emotional labour and its outcome for service employees' work. Although emotional labour was originally considered to be detrimental (Hochschild, 1983), researchers over time argue that deep- and surface-acting relate differently to psychological resource and work behaviour (Fouquereau et al., 2019).

For instance, it was reported that challenge stressors explain the positive relationship between service employees' deep-acting and creative performance because they consume less psychological resources (Geng et al., 2014). Unlike surface-acting which has a more deleterious effect on psychological wellbeing and produces negative outcomes at work (Ugwu et al., 2021). Given that eustress can be activated when job stressors are considered as a challenge rather than a hindrance (Hargrove et al., 2015), eustress could be regarded as a response resource among service employees in managing job stressor that stems from emotional labour. It could help these employees sustain their

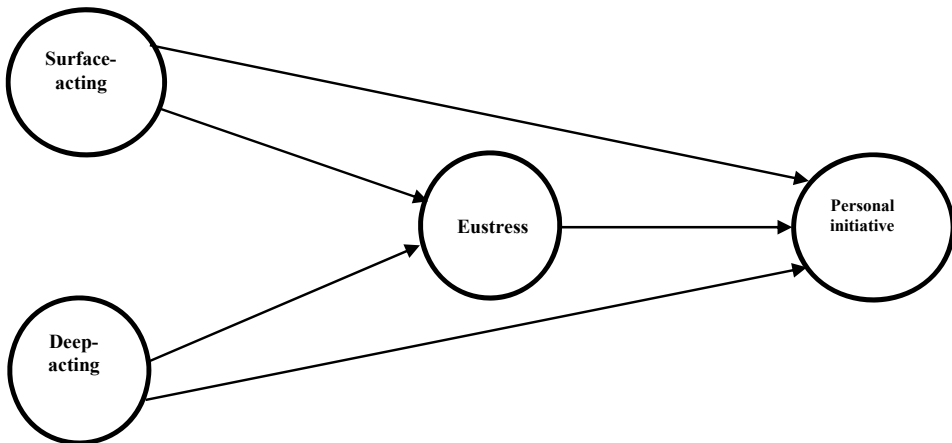
work-related esteem, maintain a positive psychological state and minimise any distress caused by emotional labour that may subsequently affect initiative-taking behaviours. Although this is an important research area, no study has examined the relationship between emotional labour and personal initiative taking through eustress, and among journalists. This hypothesised relationship is consistent with the JD-R theory presented earlier. Thus,

- H2a Eustress mediates the relationship between deep-acting on personal initiative-taking.
- H2b Eustress mediates the relationship between surface-acting on personal initiative-taking.

2.4 Gender difference in the relationship

Emotion and gender are hypothetically linked aspects of social life (Hochschild, 1983), with the male gender-stereotyped as emotionally detached and stoic, and females as emotionally expressive and nurturing (Cottingham et al., 2015). This stems from the fact that both genders are largely socialised differently; to value and priorities different experiences (Thomson, 2018). Maintaining relationships and connections seems to be essential for females, while machismo and work-related achievement are of more importance for their male counterparts (Thomson, 2018). Since both genders are exposed to different socialisation, slightly different display norms (Fouquereau et al., 2019), and attitude to work (Thomson, 2018), gender difference could play a role in emotion management, and how that affects personal initiative-taking which is a requirement for work-related success.

Figure 1 Conceptual model



While women were reported to engage in more emotional labour than men (Fouquereau et al., 2019), it did not differ for both genders in some studies, nor were its effects (Cottingham et al., 2015). According to Thomson (2018), emotion regulation strategies differ across gender and their effect on work outcomes. Thus, it is hypothesised that:

H3 Gender difference could affect the relationship between emotional labour and personal initiative-taking through eustress.

3 Methodology

3.1 Participant and data collection procedures

To collect data for this study, an online survey method was employed. E-mail invitations were sent to a number of news media journalists in the researchers' network in Nigeria. This includes news media outlets such as newspaper agencies, television, and radio stations. In a snowball sampling procedure, respondents were asked to kindly send the invitation to their colleagues after participating in the survey. The snowballing sampling is appropriate because it expedited the data collection and extended the respondents beyond the frame of the researchers' network.

Table 1 Descriptive

<i>Demographics</i>	<i>Frequencies</i>	<i>Percentage (%)</i>
Age (years)		
18–27	35	17
28–37	46	22.3
38–47	72	35
48–57	39	18.9
>57	14	6.8
Gender		
Male	101	49.0
Female	105	51.0
Education		
High school/prof. diplomas	77	37.4
BSc	63	30.6
Masters	66	32.0
Average working hours		
<40 hours	58	28.2
41–45 hours	48	23.3
46–50 hours	51	24.8
>50 hours	49	23.8
Tenure		
< 1 years	60	29.1
1–5 years	42	20.4
6–10 years	53	25.7
>10 years	51	24.8

Only journalists covering, or who had covered the ongoing COVID-19 pandemic, northern Nigeria banditry stories and the anti-police brutality-(#EndSARS) nationwide

protests in these media establishments were eligible to participate in the survey. An online survey method is more suitable during a crisis such as those experienced during the data collection process of the study. It guarantees a faster and more safe data collection process (Ogunmokun et al., 2021). A total of 206 journalist respondents were obtained. Descriptive of the sample are reported in Table 1.

3.2 Measurement

To test the hypothesis proposed in this study, a questionnaire survey was conducted. Respondents indicated their response on a five Likert rating scale with 1 being 'strongly disagree', and 5 being 'strongly agree', against the study's variable items.

O'Sullivan's (2011) 15 items scale (out of which 5 were filler items, and are of no relevance to the variable being measured) was adapted in measuring eustress. Therefore, a total of 10 items was used. The original scale was developed to measure and identify eustress among students and it consists of items such as 'How often do you feel stress positively contributes to your ability to handle your academic problems', 'In general, how often do you feel motivated by your stress', and 'How often do you feel that you perform better on an assignment when under academic pressure' (O'Sullivan, 2011). Item wording like 'assignment' and 'academic', was replaced with 'your job' and 'occupational' respectively, to fit this research's population, and be consistent with the study's purpose.

Emotional labour strategies were measured with six items measuring surface- and deep-acting, such as 'I pretend to have emotions that I do not really have' and 'I make an effort to actually experience the emotions that I need to display to others' from emotional labour scale (Brotheridge and Lee, 2003). Frese et al. (1997) seven items scale was adopted to measure personal initiative. A sample item was 'whenever there is a chance to get actively involved, I take it'.

3.3 Control variables

We controlled for measures such as average working hours per week, tenure, and education relating to experiences as a journalist. Given the relations between an employee's experience and comfort with work rules, the expectation for performance, knowledge of work norms and ideologies, these measures could influence the extent to which service employees may engage in emotional labour (Cottingham et al., 2015; Henderson and Borry, 2020) and the effects of this labour on work outcome like personal initiative. Age was also controlled for, given its established and meaningful relationship with emotional regulation (Johnson et al., 2017) and emotional labour strategy regulation (Zou and Dahling, 2017).

3.4 Common method bias

Data collection with cross-sectional design from a single respondent on the same scale format for both independent and dependent variables may increase the risk of common method bias. To decrease the potential common method bias, certain precautionary measures were employed based on Podsakoff et al. (2003) recommendations. First, the anonymity of the responses was guaranteed by ensuring that all respondents administered

the survey in confidentiality. Second, respondents were informed that there were no right or wrong answers and were therefore urged to answer honestly. Third, when wording questions for the questionnaire, good consideration was taken to avoid unclear and ambiguous terminologies. Fourth, all items from different constructs were mixed together in the questionnaire to limit the ability of the respondents to guesstimate the likely associations among the study's variables (Conway and Lance, 2010). This apriori method of preventing common method bias has been used in other studies as it ensures response quality by reducing the possibility for a response set (Ikhide et al., 2021).

Furthermore, statistical tests were conducted to assess potential common method bias issues. Following Podsakoff et al.'s (2003) recommendations a Harman's single factor test was carried out. The resulting test revealed that no single factor accounted for more than 50% of the variance and as shown in other studies (e.g., Joshua et al., 2022), this study's data is not affected by common method bias and neither is it an issue within the study. Furthermore, a factor analysis of all constructs accounts for 76.95% of total explained variance, while the first factor accounted for 31.64% of the variance.

3.5 *Measurement model*

First, the data showed a normal distribution, as values of skewness ranges from -0.197 to 0.018 , and values of kurtosis ranges from between -1.440 and 1.443 , both of which are within the acceptable limits. Then, a confirmatory factor analysis was conducted, SPSS AMOS 23 was employed and the study's data showed a good fit to the model: $\chi^2 = 411.263$, $df = 182$, $\chi^2/df = 2.260$, CFI = 0.965; NFI = 0.967; IFI = 0.981; SRMR = 0.055 and RMSEA = 0.078. Comparison with alternative models shows that the study's data has better fit with the model: a three-variable model (eustress, personal initiative and combined surface-acting and deep-acting) has $\chi^2 = 581.465$, $df = 185$, $\chi^2/df = 3.143$, CFI = 0.912; NFI = 0.877; IFI = 0.912 and RMSEA = 0.102. A two-variable model (eustress and combined surface-acting, deep-acting and personal initiative) has $\chi^2 = 1524.993$, $df = 187$, $\chi^2/df = 8.155$, CFI = 0.703; NFI = 0.676; IFI = 0.704 and RMSEA = 0.187. Finally, a one-variable model (combined surface-acting, deep-acting, personal initiative and eustress) has $\chi^2 = 2576.203$, $df = 188$, $\chi^2/df = 13.703$, CFI = 0.469; NFI = 0.453; IFI = 0.472 and RMSEA = 0.249.

Further, to assess internal consistency and construct reliability; composite reliability, factor loadings and Cronbach's alpha were all calculated. As shown in Table 2, all values of Cronbach's alpha were acceptable at > 0.70 ; eustress = 0.952; personal initiative-taking = 0.936; deep-acting = 0.982; surface-acting = 0.834. Factor loadings for each item in each variable were acceptable above 0.50 (Hair et al., 2010), except for two eustress items. These items were however dropped due to low factor loading of less than 0.3. The values of the average variance extracted were acceptable at values greater than 0.50. Each constructs' composite reliability was also acceptable at above 0.60 (Fornell and Larcker, 1981). According to Fornell and Larcker (1981) and Hair et al. (2010), the discriminant validity of the study's data was confirmed as the values of the average variance extracted were more than the squared correlation estimates of any pair of constructs (see Table 3).

Table 2 Factor loadings and reliability

	<i>Loadings</i>
<i>Eustress</i>	$\alpha = 0.952$
I cope effectively with stressful changes that occur in my occupational life.	0.937
I deal successfully with irritating professional hassles.	0.933
I feel that stress positively contributes to my ability to handle my occupational problems	0.884
In general, I feel motivated by stress	0.869
In general, I am able to successfully control the irritations in my occupational life	0.829
In general, I fail at any occupational task when under pressure.	0.810
In general, I am unable to control the way I spend my time on my job.	-
I feel that I perform better on an assignment when under occupational pressure	0.770
When faced with occupational stress, I find that the pressure makes me more productive.	0.778
I feel that stress to do a job has a positive effect on the results of my job	-
<i>Personal initiative-taking</i>	$\alpha = 0.936$
I actively attack problems.	0.946
Whenever something goes wrong, I search for a solution immediately.	0.958
Whenever there is a chance to get actively involved, I take it.	0.910
I take initiative immediately even when others do not.	0.833
I use opportunities quickly in order to attain my goals.	0.704
Usually, I do more than I am asked to do.	0.846
I am particularly good at realising ideas.	0.692
<i>Deep-acting</i>	$\alpha = 0.982$
I make an effort to actually experience the emotions that I need to display to others	0.973
Really try to feel the emotions I have to show as part of my job	0.977
Try to actually experience the emotions that I must show as part of my job	0.971
<i>Surface-acting</i>	$\alpha = 0.834$
I pretend to have emotions that I do not really have	0.851
I Resist expressing my true feelings when dealing with others	0.810
I put on an act in order to deal with others when working	0.715

3.6 Structural model

Following Anderson and Gerbing (1988), a two-step approach was adopted in this study's analysis – a confirmatory factor analysis was first carried out, and then structural equation modelling was conducted to examine the study's hypothesised relationships.

Table 3 Validities and correlations

	CR	AVE	Mean	SD	Eustrress	Initiative	Deep-acting	Surface-acting	Age	Tenure	Education	Gender	Working hours
Age													
Tenure										-0.016			0.020
Education											0.011		0.064
Gender												0.065	-0.001
Eustrress	0.985	0.890	3.67	0.863	<i>0.943</i>								-0.016
Initiative	0.946	0.718	3.78	0.830	0.507***	<i>0.847</i>			0.008	-0.047	-0.146*	-0.066	-0.123
Deep-acting	0.982	0.947	3.16	1.06	0.357***	0.346***	<i>0.973</i>		0.010	-0.043	-0.074	-0.070	-0.124
Surface-acting	0.855	0.663	2.79	1.01	0.451***	0.329***	0.776***	<i>0.814</i>	-0.061	0.018	-0.045	0.041	0.010
									0.000	0.121	0.124	-0.039	-0.120

Notes: N = 206, ***p < 0.001; **p < 0.01; *p < 0.05. Square roots of AVE are italics in the diagonal.

For the SEM, the study's data demonstrated a good fit with the values of $\chi^2 = 9.032$, $df = 4$, $\chi^2/df = 2.258$, CFI = 0.979; NFI = 0.967; IFI = 0.981; NFI = 967; SRMR = 0.039; RMSEA = 0.078; PCLOSE = 0.198. The results from testing Hypothesis (1a) revealed that deep-acting is positively related to personal initiative ($\beta = 0.189$; $p < 0.00$; $R^2 = 0.29$). Thus, Hypothesis (1a) is supported. On the other hand, the result from testing Hypothesis (1b) revealed that surface-acting is not significantly related to personal initiative ($\beta = -0.17$; $p > 0.1$; $R^2 = 0.11$). Thus, Hypothesis (1b) is not supported. Likewise, results from testing Hypothesis (2a) revealed that eustress does not mediate the relationship between deep-acting and personal initiative ($\beta = 0.44$; $p > 0.1$; $R^2 = 0.12$). Thus, Hypothesis (2a) is not supported. On the other hand, results from testing Hypothesis (2b) revealed that eustress mediates the relationship between surface-acting and personal initiative ($\beta = 0.158$; $p < 0.0001$; $R^2 = 0.28$). Thus, Hypothesis (2b) is supported. Lastly, results from the multi-group analysis testing Hypothesis (3), revealed that there is no significant difference between the study's male and female journalist respondents. A global test revealed that there is a significant difference between the two models: the unconstrained model – $X^2 = 7.749$, $df = 8$; the constrained model – $X^2 = 18.566$, $df = 17$; $\Delta X^2 = 10.817$, $\Delta df = 9$, $p > 0.1$. Thus, Hypothesis 3 is not supported.

4 Discussion and conclusions

Using JD-R (Bakker and Demerouti, 2007) theoretical model as a scaffolding, this study examines the mediating role of eustress, a positive stressor not commonly discussed in the literature to explain the relationship between emotional labour strategies and personal initiative. This study makes an important contribution because emotional labour strategies and their effects/outcomes have been frequently studied among other service industry employees' groups aside from journalists (Fouquereau et al., 2019; Xu et al., 2020). Secondly, the effect of emotional labour on personal initiative in this study has not been explained through strain/distress mechanism (Grandey, 2000) as repeatedly done in the extant literature, but through eustress, which offers an interesting avenue to explore (Hargrove et al., 2013). Thus, contributes to the JD-R theory (Bakker and Demerouti, 2007), by applying the theory to examine a positive kind of stress in relation to emotional labour and its outcome.

Past studies offering mixed findings have tested the direct effect of surface- and deep-acting on various service employees' performance, wellbeing, or behavioural metrics (e.g., Geng et al., 2014; Mehta and Sharma, 2020; Ugwu et al., 2021; Xu et al., 2020). This study found deep-acting to be positive and significantly related to personal initiative-taking while surface-acting was negatively associated with surface-acting although that relationship was insignificant. More so, eustress was found to mediate the relationship between surface-acting and personal initiative but not for deep-acting and personal initiate. And the global model relationship did not statistically differ across gender differences.

Extant literature has predominantly discussed the deleterious effect of stressful emotional labour that is required for many service employees, who frequently interact with different customer groups. As a result, surface- and deep-acting are the two major emotion management strategies service employees utilise to manage emotional expressions and display appropriate and expected non-verbal or verbal cues. As

hypothesised in (1a) and empirically supported, service employees' initiative-taking could be enhanced when deep-acting is adopted to regulate emotions. It is confirmed that more authentic effort at managing emotions could increase a service employee's chance of engaging in initiative-taking behaviour because deep-acting only cost the employee little psychological resource. Leaving the employee with more personal resources that enable an action-oriented attitude to task achievement even in the face of situational barriers.

However, the results revealed a negative association between surface-acting, which is more emotionally exhausting, and personal initiative (Hypothesis 1b). This means that loss of cognitive resources that occurs with surface-acting could less likely allow employees to engage in personal initiative; by going beyond assigned tasks that effectively get the job done. Thus, restraining them from being disposed to face difficulties and take risk when embarking on work-related activities. Though the negative effect of surface-acting on other services employees' psychological or behavioural outcomes at work is evident in literature (Ugwu et al., 2021; Xu et al., 2020), its negative effect on journalists' initiative-taking was shown to be insignificant in this study. This could be as a result of the special socialisation journalists receive concerning 'objectivity', and other more antecedent-focused emotion regulations that prepare them to keep their emotions in check (Hopper and Huxford, 2017). These are presumptions that emotional management strategies akin to surface-acting cannot yield objectivity, and thus journalists do not consider them. This is something other service employees could get socialised about and get accustomed to.

However, the relationship between surface-acting and personal initiative was significant and positive when eustress (Hypothesis 2b) was introduced into the model. This is interesting given the amount of effort and psychological resources needed to surface act. It could be explained that an amplification of positive response to work, and positive emotions that stems from the job could increase the sense of initiative-taking by replacing resources lost in the course of surface-acting. Consistent with Bakker and Demerouti's (2007) JD-R rationale, it is expected as shown in the outputs for employees who eustress to mitigate the detrimental effect of surface-acting. Since eustress provides the required cognitive resources, these employees can actively carry out work tasks by employing initiative when formally or informally dealing with unpredictably work events. More so, this could be expected because challenging work dimensions in terms of job complexity, work pace etc. that finds expression in activities such as frequent interaction with a primary source, visits to unknown locations, amount of time spent in the field interviewing respondents, investigating stories, and compiling audio-visuals files to present information in a well-timed fashion generate good stress for journalists. According to Mammadov (2021), journalists in extant research have been found to express strong commitment to, and positive appraisal of their profession because of these elements.

On the other hand, the effect of eustress in the relationship between deep-acting and initiative-taking was found to be negative and insignificant in Hypothesis (2a). This could be because deep-acting can provide sufficient resources and emotional energy adequate to drive initiative-taking among employees. It could be as stated by Hargrove et al. (2013, p.63) concerning eustress, 'too much of the good thing can cause negative impact'. Or going by eustress logic (Le Fevre et al., 2003), there would be no need for employees who deep act to respond to emotional labour stressors with eustress, since they are already employing an antecedent-response strategy to manage and respond to the

stressor. Therefore, the payoffs of deep-acting which has less harmful effects than surface-acting could boost personal initiatives in ways that surface-acting cannot, only when supported by eustress. Eustress, which provides a positive affective response and state, could consequently be a mechanism that dampens the detrimental effect of surface-acting among service employees. This is a novel theoretical contribution that can be further explored. Instead of focusing on stress as distress, scholars can explore eustress, together with its psychological and physical effect on employees' outcome.

In addition, the overall relationship in our result was not found to be different on gender grounds (Hypothesis 3). Female and male journalists were similar on the outcomes surface- and deep-acting had on initiative-taking through eustress. Despite the stereotypes pulled along male and female emotionality, our finding suggests that emotional management strategy, cognitive response to stressors, i.e., eustress, and initiative-taking behaviour did not drive any difference across genders. This can also be attributed to this study's respondent vocation and socialisation all employees (regardless of gender) receive about work and emotionality. While reaffirming some existing findings, this study expands the literature by providing new and specific insight about the benefits of eustress in countering the detrimental effect of surface-acting, as well as its relationship with deep-acting on employees' initiative-taking.

5 Theoretical implication

This research bears some theoretical implications for the literature on emotional labour among service employees, particularly journalists. Firstly, the study offers an alternative perspective to extant models that depict the association between service employees' demanding and emotional work and well-being/performance outcome. Basing their studies on JD-R or other work-psychological or physical outcome theories, previous studies have highlighted the negative effect work demands like emotional labour has on employee psychological outcome and work behaviour (Bakker and Demerouti, 2007; Xu et al., 2020). In addition, other studies have highlighted job resources such as social support, psychological capital, work practices, or other organisational factors as effective in minimising the negative effect of emotional labour on employees' overall behaviour or work outcome (Fouquereau et al., 2019; Ikhida et al., 2022). However, this study expands the literature by considering eustress, which allows an employee to positively evaluate and respond to the demanding, emotionally laborious, and taxing nature of their job. Given that eustress was found in this study to dampen the negative effect of surface-acting on initiative-taking behaviour, it can thus, be regarded as a personal work resource that could decrease the damaging tendencies of emotional labour. This could expand Bakker and Demerouti's (2007) job resource list to include eustress.

Secondly, the study theoretically contributes to the debate concerning emotional regulation among service employees by highlighting a gap in the existing literature and extending the discussion to include service employees in the media sector. Journalists are a non-traditional and often overlooked service employee group who engage in demanding work and high emotional labour (Rupar, 2020) through frequent and often reoccurring contact with eyewitnesses, victims, primary sources, or other third parties. By this, they are able to bring valuable and timely service (information) that contributes to their audience sensitisation, preparedness, resilience, and recovery (Seely, 2019). Furthermore,

consistent with studies that examine other service employee groups, empirical confirmation and support are provided to show that even among less researched service employee groups like journalists, deep-acting had a positive impact and surface-acting had a negative impact on initiative-taking behaviour. However, eustress was found to be a personal work resource that decreases the detrimental effect of surface-acting. This provides a new perspective to the literature by introducing eustress as an intervention that could curtail the unfavourable effect of emotional labour among service employees. By this, this study offers theoretical contribution and critical insight into how service employees, especially those in emergency contexts can manage their emotions for improved work performance; for which a gap exists in the literature (Kirk et al., 2021; Xerri et al., 2021).

6 Practical implication

This study elucidates certain implications for service employees. Though work stressors are inescapable at some point of a service employee's work life, its management strategy i.e. to deep or surface act, its evaluation and appraisal in terms of eustress or distress can be managed. As with other extant literature, service employees who surface-act are at risk of consequential damaging cognitive, physical and behavioural outcomes. Service employers as well as individual service employees' can thus take steps to manage and or prevent reliance on this type of emotional regulation strategy. Or instead, we recommend that efforts be taken to increase eustress experiences in the workplace. To increase eustress responses, employees can personally engage in programs or their organisation can frequently organise programs that remind service professionals and provide them with meaningful explanations for the usefulness of their profession and the work they engage in.

Media organisations can organise frequent interventions such as training, counselling, and other personal development programs that assist employees in positively evaluating, interpreting, and responding to the challenging experience and emotional demands they face on the job/in the field. Interventions that help journalists to eustress, and develop positive affect, given the significance of their job will ensure that they are better equipped to manage the flow of emotions when interviewing victims/witnesses or third parties, uphold the ethos of the profession such as objectivism, detachment from situation, etc. This could enable them to employ initiative in going about their job and to professional delivery quality and authentic services to their audience. By this, stressors such as emotional labour that place a high demand on employees' psychological resources, can be positively experienced. Eustress can help service employees find hope and vigour from their work through mindful consideration of the meaningfulness attached to their profession.

Managers, can encourage employees to face and navigate challenging situations by providing valuable support, and eliciting a positive response from them. They can offer constructive suggestions and develop employees' capacity for resilience, hope, and optimism on the job. All these can help service employees develop positive stress responses and psychological states, that can promote their capability to actively observe, and display personal initiative at work.

7 Limitation and suggestions for further studies

This current study has some limitations despite its contribution to theory and practices. These limitations can be explored by other studies.

All measures were based on self-reports, consequently causing concern for particularly the initiative-taking variable. While employees may be in a better position to respond to emotional regulation strategy and eustress, colleagues or supervisor ratings can be better suited to evaluate initiative-taking. This can minimise concerns for social desirability. Frese et al. (1997) also recommend using measures that consist of interview-based scales to measure personal initiative. Further research can combine other more objective measures with self-report to provide additional verification for this study's finding.

The generalisability of our findings can be constrained by the study's respondents', i.e., journalists. Although the current study focused on one group of service employees, we believe that our discoveries, which have solid theoretical groundings, can be explored and confirmed by other studies conducted in a cluster of media and/or other sectors of the service industry. Furthermore, other studies could evaluate if the result found in this present study when examining the relationship between emotional regulation strategy and personal initiative-taking behaviour through eustress would be different based on other types of news such as entertainment, sports, weather, political and not those related to pandemics, police brutality, terrorism, human trafficking, etc. covered by the journalists. Depending on the work situation and service sector, how employees can eustress stressors could be investigated in further studies. This can contribute to strengthening and improving the psychological experiences and outcomes of service employees across different sectors.

While our study evaluated the mediating effect of eustress on emotional labour strategy and personal initiative-taking along gender difference alone, it was beyond the current study's scope to explore the effect of other personal and/or work-related variables such as psychological capital, age, organisational support, etc. These variables and other industry-specific variables may be essential in the relationship among variables considered in this study; they may have some cognitive effect on employees and the work behaviour they display. Therefore, future studies could investigate the role all these personal and work-related variables may play in the model. Such findings can enhance the robustness of this study's findings. Finally, the current study did not control for the level and position of the respondents within their organisations. Future studies might consider controlling for this variable as this might significantly influence the variables in this study.

References

- Ademilua, V.A., Lasisi, T.T., Ogunmokun, O.A. and Ikhide, J.E. (2020) 'Accounting for the effects of entrepreneurial orientation on SMEs' job creation capabilities: a social capital and self-determination perspective', *Journal of Public Affairs*, <https://doi.org/10.1002/pa.2413>.
- Anderson, J.C. and Gerbing, D.W. (1988) 'Structural equation modeling in practice: a review and recommended two-step approach', *Psychological Bulletin*, Vol. 103, No. 3, pp.411–423, <https://doi.org/10.1037/0033-2909.103.3.411>.

- Antwi, C.O., Fan, C.J., Aboagye, M.O., Brobbey, P., Jababu, Y., Affum-Osei, E. and Avornyo, P. (2019) 'Job demand stressors and employees' creativity: a within-person approach to dealing with hindrance and challenge stressors at the airport environment', *Service Industries Journal*, Vol. 39, Nos. 3–4, pp.250–278, <https://doi.org/10.1080/02642069.2018.1520220>.
- Bakker, A.B. and Demerouti, E. (2007) 'The job demands-resources model: state of the art', *Journal of Managerial Psychology*, 3 April, <https://doi.org/10.1108/02683940710733115>.
- Bayighomog, S.W., Ogunmokun, O.A., Ikhide, J.E., Anasori, E. and Tanova, C. (2021) 'How and when mindfulness inhibits emotional exhaustion: a moderated mediation model', *Current Psychology*.
- Brotheridge, C.M. and Lee, R.T. (2003) 'Development and validation of the emotional labour scale', *Journal of Occupational and Organizational Psychology*, Vol. 76, No. 3, pp.365–379, <https://doi.org/10.1348/096317903769647229>.
- Conway, J.M. and Lance, C.E. (2010) 'What reviewers should expect from authors regarding common method bias in organizational research', *Journal of Business and Psychology*, Vol. 25, No. 3, pp.325–334, <https://doi.org/10.1007/s10869-010-9181-6>.
- Cottingham, M.D., Erickson, R.J. and Diefendorff, J.M. (2015) 'Examining men's status shield and status bonus: how gender frames the emotional labor and job satisfaction of nurses', *Sex Roles*, Vol. 72, Nos. 7–8, pp.377–389, <https://doi.org/10.1007/s11199-014-0419-z>.
- Fay, D. and Frese, M. (2001) 'The concept of personal initiative: an overview of validity studies', *Human Performance*, Vol. 14, No. 1, pp.97–124, https://doi.org/10.1207/S15327043HUP1401_06.
- Fornell, C. and Larcker, D.F. (1981) 'Evaluating structural equation models with unobservable variables and measurement error', *Journal of Marketing Research*, Vol. 18, No. 1, p.39, <https://doi.org/10.2307/3151312>.
- Fouquereau, E., Morin, A.J.S., Lapointe, É., Mokoukolo, R. and Gillet, N. (2019) 'Emotional labour profiles: Associations with key predictors and outcomes', *Work and Stress*, Vol. 33, No. 3, pp.268–294, <https://doi.org/10.1080/02678373.2018.1502835>.
- Frese, M., Fay, D., Hilburger, T., Leng, K. and Tag, A. (1997) 'The concept of personal initiative: Operationalization, reliability and validity in two German samples', *Journal of Occupational and Organizational Psychology*, Vol. 70, No. 2, pp.139–161, <https://doi.org/10.1111/j.2044-8325.1997.tb00639.x>.
- Geng, Z., Liu, C., Liu, X. and Feng, J. (2014) 'The effects of emotional labor on frontline employee creativity', *International Journal of Contemporary Hospitality Management*, Vol. 26, No. 7, pp.1046–1064, <https://doi.org/10.1108/IJCHM-12-2012-0244>.
- Grandey, A.A. (2000) 'Emotion regulation in the workplace: a new way to conceptualize emotional labor', *Journal of Occupational Health Psychology*, <https://doi.org/10.1037/1076-8998.5.1.95>.
- Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2010) *Multivariate Data Analysis: A Global Perspective*, 7th ed., Prentice Hall, Englewood Cliffs, Boston.
- Hargrove, M.B., Becker, W.S. and Hargrove, D.F. (2015) 'The HRD eustress model: generating positive stress with challenging work', *Human Resource Development Review*, Vol. 14, No. 3, pp.279–298, <https://doi.org/10.1177/1534484315598086>.
- Hargrove, M.B., Nelson, D.L. and Cooper, C.L. (2013) 'Generating eustress by challenging employees. Helping people savor their work', *Organizational Dynamics*, Vol. 42, No. 1, pp.61–69, <https://doi.org/10.1016/j.orgdyn.2012.12.008>.
- Henderson, A.C. and Borry, E.L. (2020) 'The emotional burdens of public service: rules, trust, and emotional labour in emergency medical services', *Public Money and Management*, <https://doi.org/10.1080/09540962.2020.1831180>.
- Hobfoll, S.E. (1989) 'Conservation of resources: a new attempt at conceptualizing stress', *American Psychologist*, Vol. 44, No. 3, pp.513–524, <https://doi.org/10.1037/0003-066X.44.3.513>.
- Hochschild, A.R. (1983) *The Managed Heart: Commercialization of Human Feeling*, University of California Press, Berkeley.

- Hochschild, A.R. (2012) *The Managed Heart: Commercialization of Human Feeling*, University of California Press, <https://doi.org/10.1525/9780520951853>.
- Hopper, K.M. and Huxford, J. (2017) 'Emotion instruction in journalism courses: an analysis of introductory news writing textbooks', *Communication Education*, Vol. 66, No. 1, pp.90–108, <https://doi.org/10.1080/03634523.2016.1210815>.
- Ikhide, J.E. and Ogunmokun, O.A. (2022) 'Eustress', in *Encyclopedia of Tourism Management and Marketing*, Edward Elgar Publishing Limited.
- Ikhide, J.E., Timur, A.T. and Ogunmokun, O.A. (2022) 'Journalists as first responders: a new perspective on emotional labour and initiative taking in crises', *The International Journal of Human Resource Management*, pp.1–27, <https://doi.org/10.1080/09585192.2022.2032266>.
- Ikhide, J.E., Timur, T.A. and Ogunmokun, O.A. (2021) 'The strategic intersection of HR and CSR: CSR motive and millennial joining intention', *Journal of Management & Organization*, pp.1–19, <https://doi.org/10.1017/jmo.2021.47>.
- Johnson, S.J., Machowski, S., Holdsworth, L., Kern, M. and Zapf, D. (2017) 'Age, emotion regulation strategies, burnout, and engagement in the service sector: advantages of older workers', *Revista de Psicología Del Trabajo y de Las Organizaciones*, Vol. 33, No. 3, pp.205–216, <https://doi.org/10.1016/j.rpto.2017.09.001>.
- Joshua, J.B., Jin, Y., Ogunmokun, O.A. and Ikhide, J.E. (2022) 'Hospitality for sustainability: employee eco-anxiety and employee green behaviors in green restaurants', *Journal of Sustainable Tourism*, pp.1–17, <https://doi.org/10.1080/09669582.2022.2043877>.
- Kirk, K., Cohen, L., Edgley, A. and Timmons, S. (2021) 'I don't have any emotions': an ethnography of emotional labour and feeling rules in the emergency department', *Journal of Advanced Nursing*, Vol. 77, No. 4, pp.1956–1967, <https://doi.org/10.1111/jan.14765>.
- Kotisova, J. (2019) 'The elephant in the newsroom: current research on journalism and emotion', *Sociology Compass*, Vol. 13, No. 5, p.e12677, <https://doi.org/10.1111/soc4.12677>.
- Kwon, K. and Kim, T. (2020) 'An integrative literature review of employee engagement and innovative behavior: revisiting the JD-R model', *Human Resource Management Review*, Vol. 30, No. 2, p.100704, <https://doi.org/10.1016/j.hrmr.2019.100704>.
- Le Fevre, M., Matheny, J. and Kolt, G.S. (2003) 'Eustress, distress, and interpretation in occupational stress', *Journal of Managerial Psychology*, MCB UP Ltd., <https://doi.org/10.1108/02683940310502412>.
- Mammadov, R. (2021) 'Portrait of an Azerbaijani journalist: unpaid, dissatisfied, but nevertheless passionate and committed', *Caucasus Survey*, Vol. 9, No. 1, pp.60–83, <https://doi.org/10.1080/23761199.2020.1867437>.
- Martenson, B.D. (1975) 'Stress without distress', *Psychopathology of Human Adaptation*, Vol. 15, No. 5, pp.81–82, 84, 86, <https://doi.org/10.1097/00006842-197601000-00014>.
- Mastracci, S. and Adams, I. (2019) 'Emotional labour in non-governmental organisations: narrative analysis and theory expansion', *International Journal of Work Organisation and Emotion*, Vol. 10, No. 1, pp.1–18, <https://doi.org/10.1504/IJWOE.2019.101749>.
- Mehta, P. and Sharma, J. (2020) 'Exploring the linkage between emotional work and employee wellbeing: a study of civil aviation industry in North India', *International Journal of Work Organisation and Emotion*, Vol. 11, No. 1, pp.21–40, <https://doi.org/10.1504/IJWOE.2020.109417>.
- Nelson, D.L. and Simmons, B.L. (2011) 'Savoring eustress while coping with distress: the holistic model of stress', in Quick, J. and Tetrick, L. (Eds.): *Handbook of Occupational Health Psychology*, pp.55–74, American Psychological Association, Washington, DC, <https://doi.org/10.2307/j.ctv1chs29w>.
- O'Sullivan, G. (2011) 'The relationship between hope, eustress, self-efficacy, and life satisfaction among undergraduates', *Social Indicators Research*, Vol. 101, No. 1, pp.155–172, <https://doi.org/10.1007/s11205-010-9662-z>.

- Ogunmokun, O., Timur, S., Bayighomog, S.W. and Ikhide, J.E. (2021) 'Banks CSR-fit, customers' quality of life, and cross-buying: a joint moderation model', *Psychology & Marketing*, Vol. 38, No. 8, pp.1182–1196, <https://doi.org/10.1002/MAR.21522>.
- Parker, K.N. and Ragsdale, J.M. (2015) 'Effects of distress and eustress on changes in fatigue from waking to working', *Applied Psychology: Health and Well-Being*, Vol. 7, No. 3, pp.293–315, <https://doi.org/10.1111/aphw.12049>.
- Podsakoff, P.M., MacKenzie, S.B., Lee, J-Y. and Podsakoff, N.P. (2003) 'Common method biases in behavioral research: a critical review of the literature and recommended remedies', *The Journal of Applied Psychology*, Vol. 88, No. 5, pp.879–903, <https://doi.org/10.1037/0021-9010.88.5.879>.
- Rupar, V. (2020) 'Journalists as first responders', *Kotuitui*, Vol. 15, No. 2, pp.349–359, <https://doi.org/10.1080/1177083X.2020.1741405>.
- Salaudeen, M.A. (2021) *From Personal to Professional: Exploring the Influences on Journalists' Evaluation of Citizen Journalism Credibility*, <https://doi.org/10.1080/17512786.2021.1892517>.
- Seely, N. (2019) 'Journalists and mental health: the psychological toll of covering everyday trauma', *Newspaper Research Journal*, Vol. 40, No. 2, pp.239–259, <https://doi.org/10.1177/0739532919835612>.
- Sok, P., Danaher, T.S. and Sok, K.M. (2020) 'Matching the personal initiative capabilities of FLEs to their self-regulatory processes and the firm's initiative climate', *Journal of Retailing*, <https://doi.org/10.1016/j.jretai.2020.11.010>.
- Thomson, T.J. (2018) 'Mapping the emotional labor and work of visual journalism', *Journalism*, <https://doi.org/10.1177/1464884918799227>.
- Ugwu, F.O., Onyishi, I.E., Anyaegbunam, E.N. and Ugwu, L.E. (2021) 'Emotions at work: Implications for psychological well-being of prison officers in Nigeria', *International Journal of Work Organisation and Emotion*, Vol. 12, No. 1, pp.48–63, <https://doi.org/10.1504/IJWOE.2021.115621>.
- Wahl-Jorgensen, K. (2020) 'An emotional turn in journalism studies?', *Digital Journalism*, Vol. 8, No. 2, pp.175–194, <https://doi.org/10.1080/21670811.2019.1697626>.
- Xerri, M.J., Brunetto, Y., Farr-Wharton, B. and Cully, A. (2021) 'Shaping emotional contagion in healthcare: the role of human resource practices and work harassment', *Personnel Review*, <https://doi.org/10.1108/PR-06-2020-0484>.
- Xu, S.T., Cao, Z.C. and Huo, Y. (2020) 'Antecedents and outcomes of emotional labour in hospitality and tourism: a meta-analysis', *Tourism Management*, Vol. 79, pp104099. <https://doi.org/10.1016/j.tourman.2020.104099>.
- Zou, W.C. and Dahling, J. (2017) 'Workplace spirituality buffers the effects of emotional labour on employee well-being', *European Journal of Work and Organizational Psychology*, Vol. 26, No. 5, pp.768–777, <https://doi.org/10.1080/1359432X.2017.1358164>.